

JUL 1 1921

NATIONAL ASSOCIATION of CORPORATION TRAINING BULLETIN

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Volume VIII

July, 1921

The Association's Ninth Annual Convention

The convention held at Niagara Falls was well attended, and the interest as great if not greater than at any previous convention of the Association. The full program was carried out, each of the twenty Sub-Committees presenting a report. The annual reports of the officers told of the reorganization and incorporation of the Association, which is now well launched on a progressive program for a larger and more intensive development.

Vacations in the Country

In this issue of the Bulletin a feature article appears on plans and methods provided by large business organizations through which employees, especially those earning a comparatively low wage, may have opportunity for an annual sojourn in the country with plenty of fresh air and other rural privileges. The article gives the information which will be desired by other business organizations interested in establishing similar vacation privileges on behalf of their employees.

PUBLISHED BY ORDER OF THE
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National Association of Corporation Training

Herald Square, 150 East 15th Street, New York, N. Y.

Functions

The functions of the Association are threefold: to develop the efficiency of the individual worker; to increase efficiency in industry; to have the courses in established educational institutions modified to meet more fully the needs of industry.

Dues

From the By-Laws—Article V.

Section 1.—An admission fee of \$100.00 shall be charged all new class "A" members in addition to annual dues.

Section 2.—The annual dues for membership in the National Association of Corporation Training shall be as follows:

The annual dues of Class "A" members shall be \$100.00
The annual dues of Class "B" members shall be 5.00
The annual dues of Class "C" members shall be 15.00

All dues shall be payable in advance and shall cover the calendar year. New Class "A" members joining between January 1 and April 1 shall pay first year's dues of \$100.00. Those joining between April 1 and July 1 shall pay nine months' dues or \$75. Those joining between July 1 and October 1 shall pay six months' dues or \$50. Those joining between October 1 and December 31, shall pay three months' dues or \$25.00.

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BULLETIN

Published Monthly by

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No. 7.

THE NINTH ANNUAL CONVENTION

The delegates have assembled, conferred, and have acted. The final reorganization of the Association is completed. While this was the ninth annual convention, it was also the first convention of the new organization. There was general satisfaction expressed with the new order of things. The Association now stands as an incorporated body—a continuing entity. It has its Board of Trustees, composed of leaders in the business world, and it has its field organization composed of those who have largely carried on the activities of the Association in the past.

But two things remain to be done—to liquidate the Association's war costs, and to determine a definite program for future developments. Both of these activities are now in process of accomplishment.

While the attendance at the convention this year was slightly less than the attendance last year, the interest was as great as at any previous convention, if indeed it did not excel that of any previous gathering.

The reports, this year without exception were excellent. From this point on our members may confidently expect a gradual solidifying of effort in a better defined field. Just how long it will take, or in what manner better understanding and better cooperation will be brought about as between stockholders, management, the workers, and the public cannot, of course, be accurately predicted; but that the present trend of development is toward this accomplishment is clearly apparent, and that the National Association of Corporation Training is one of the major factors in the bringing about of this condition is undisputed. The Association has accomplished much during its nine years of existence. It has the opportunity to accomplish even more. That this opportunity will be accepted and that the responsibilities will be acknowledged by each and every member of the Association is evident.

The Association remains cooperative in character, and our members will still get from the Association in about the proportion in which they contribute to the Association.

STRIFE, WASTE AND BITTERNESS MUST YIELD TO UNDERSTANDING AND COOPERATION

The Committee of Industrial Betterment of the National Association of Manufacturers at the recent annual convention of that association in New York, protested against the defensive position into which the members of that organization had been forced by labor and urged that an offensive campaign be inaugurated and that the "open shop" movement be stimulated by plans for industrial representation. The committee declared that if plans for adoption of industrial or employees' representation in management are wisely introduced this method is the best for dealing with labor, and the committee further affirmed, as its judgment, that such plans can be inaugurated where members of labor organizations as well as non-union laborers are employed. In effect the committee affirmed, as its judgment, that any effort at autocracy in industry would be a movement in the wrong direction and that understanding and cooperation are the methods to be employed to insure industrial peace and efficiency in production. The committee went a step further and recommended that the employees of industrial and commercial organizations should be represented on the Board of Directors. This program was vigorously objected to by Mr. Samuel Gompers, president of the American Federation of Labor, who announced that the Federation would shortly begin a great organization campaign to stimulate trade unionism, and Mr. Gompers further affirmed, as his belief, that the "patting on the back" by stockholders, through offering employees representation on the Board of Directors, would prove a mere sop to the workers and stated, as his judgment, that the real intent of the employers is to discourage and aid in the disorganization of labor unions.

Nevertheless, the movement will probably meet with hearty endorsement.

There is scarcely an adult in the country who is not familiar with the waste, bitterness, strife and industrial warfare which has followed the so-called collective bargaining method of handling the relations as between employer and employees and it is because of this strife and waste and bitterness that such repre-

sentative bodies as the National Association of Manufacturers are coming to see the necessity for adopting methods for the elimination of strife and the substituting of plans which will insure peace, efficiency and prosperity alike to employer and employee. The tremendous development of stock ownership on the part of employees, at least the more skilled and steadier employees, in the companies with which they are identified, is in direct contradiction to Mr. Gomper's theory that workers desire the old system with its attendant waste and bitterness.

It is simply a question of better understanding alike on the part of employer and employee and how this understanding can best be attained. If the workers or employees are represented on the Board of Directors and secure their information first hand through their representatives in whom they have confidence, their cooperation is assured. Understanding, cooperation and a square deal for every interest is just as good a program for business as it is for the church or any other organization. Strife, waste and bitterness are almost invariably the results of attempts to gain unfair advantage or of misunderstanding, and any organization which attempts to block methods that will eliminate misunderstanding and unfair advantage will find itself discredited and condemned not only by employers but by working men as well. It is a function of industrial management to utilize such methods as will insure the larger measure of prosperity and happiness to all of the interests which management represents.

GRANTING EMPLOYEES REPRESENTATION IN MANAGEMENT

Plans for representation on behalf of employees of both industrial and transportation companies in the management of those companies, and more particularly concerning matters affecting wages, working conditions, and hours are making substantial progress. The larger meat packing companies, including Armour & Company and Swift & Company, have recently inaugurated such plans, as have also several of the larger public utility corporations. The railroad systems are also looking with favor upon the movement.

In connection with its plan the Pennsylvania System furnishes the following official information:

"On the eve of the election by the first group of employees of representatives to deal with the officers of the Pennsylvania

Railroad, the management earnestly requests every employe concerned to participate in the election.

"The plan that has been proposed to the employes concerns not only the negotiation of new rules and working conditions; it is a plan whereby the employes of this railroad, through representatives of their own selection, will have a voice in management in all matters affecting their welfare.

"It is your right to vote your choice of representation, according to your own interests and without prejudice. The United States Railroad Labor Board in its decision No. 119 has emphasized that right as one of the cardinal principles governing the relation between the railroads and their employes, and the management of the Pennsylvania is making every honest effort in this vote to afford you an opportunity to exercise that right as you yourself decide.

"The negotiation of rules and working conditions will be the first business between the management and the representatives whom you elect, but it is not the purpose to stop there. Many of the problems confronting the railroad today concern every individual employe, and it is the sincere belief of the officers of the road that we can better solve them in conference with our own employes through mutual understanding of the facts affecting our common interest.

"The details of this plan, under which employe representatives are to have a voice in management, are now being worked out for discussion with such representatives when they are chosen. It will be the function of these representatives in conference with representatives of the management to shape this plan and organize themselves into committees to handle matters of mutual concern.

"In general the proposed plan is this:

"Each class of employes, such as the signal department employes, the maintenance of way and structures employes, the clerks, the telegraph department employes, the shop forces, mechanics, their helpers and apprentices, will elect three representatives on each division, or, in the case of the shop forces, in each master mechanic's jurisdiction, to constitute a division committee. This committee will elect a chairman, and if empowered by a majority vote of the employes concerned, will speak and act for the employes on the division for which selected.

"The Chairmen so selected will become members of a general committee which will in turn select a Chairman. The gen-

eral committee, or such portion thereof as may be decided by the committee itself, will speak and act for the employes before the general superintendents and general managers. The plan, of course, also contemplates the selection of a system committee and of a system chairman to speak and act for the employes of each class on the entire system.

"The procedure to be followed by these committees will be worked out by themselves in conference with representatives of the management in a manner similar to the negotiation of the procedure of the Joint Reviewing Committee in engine and train service. It is our hope that we shall very soon perfect an organization in which each individual employe will be represented and through which our mutual interests may be discussed around a table and an amicable settlement reached on all controversial question."

OPINIONS OF SUCCESSFUL MEN

JAMES J. HILL'S LAST MESSAGE

Wealth is the slow accretion of many centuries. It changes its form and occupation with wonderful facility, but slight at all times is the margin between the world's production and its consumption. Practically only a few months would lie between a universal cessation of production and the destruction of the human race by starvation.

Nearly all the outcry and activity against corporate wealth are for political effect rather than moral reform.

Paternalism and extravagance have lived in conjugal union from the time that governments began. No decree of divorce can ever be pronounced between them, and their offspring, inefficiency, is the perpetual disturber of wholesome business life.

Examine the political nostrums now most talked of as saviors of society, humane in intent though many of them be, and it will be found that they all involve the continued expenditure of a large sum of money to be collected by taxation.

Rest from agitation, intelligent economy, efficiency, harmonious cooperation for business institutions as well as for political divisions—these are not abstruse ideas. They do not provoke eloquence or attract the self-seeking. They are things as long familiar and as little revered by the mass of men as the contents of the Decalog. We must go back to them or suffer the penalty paid by everything that defies the law of the physical or moral order of the world.—JAMES J. HILL.

THE PROSPERITY OF THIS COUNTRY'S COMMERCE
IS DETERMINED BY THE EFFICIENCY
AND COST OF LABOR

When you come to analyze commerce there is nothing to it but labor. If you are a manufacturer of steel, for instance, you may say, "We pay freights, and we pay for other things." But freight, when analyzed to its finality, is nothing but labor; and, therefore, the future of this country and the maintenance of its great commercial position, depend upon the efficiency of its labor. The other costs of manufacture represent but a small part of the total. The capitalist or manager gets only a small part of what the world produces.

Therefore, our efforts must be bent in the direction of convincing the great mass of working people of this country of the necessity of our winning and retaining our place in business and commerce. That place can be won only through the workers' own efforts and through their own efficiency.

Now, I am one of those men who believes that the best workman ought to have the best pay. I believe that the best man in any line of business ought to have the best return; and upon that fundamental principle we can build this structure that will last for all time.

God has endowed us with natural resources greater than those of any other country in the world, but it will require the united effort of all of us to realize them. We must join with nature in making this country the foremost among the manufacturing and business peoples of the world. I believe it will come only through difficulties and trials or struggles, but it will come quicker through a thorough appreciation of the situation by our great mass of working people.

I am one of the men who admires and stands for American labor. American labor, as a rule, is of a higher type than the great majority of people generally think. I say without hesitancy that in my long experience with labor and the average American laboring man, I have found standards of honesty and morality just as high as those of myself or of any other employer in this country.

Labor should have its fair share of the results of industry. Labor should be recognized as entitled to consult with management in the mutual interest. Labor cannot be driven, and business cannot be successful unless the men employed in it are enthusiastic and loyal. That loyalty cannot be obtained with a big

stick; it must be based upon fair dealing and sympathy.

I believe in reward, and that every man should be rewarded as nearly as possible for the good work he does—the more work, the more reward; the better work, the still higher reward.

But labor kills the goose that lays the golden egg when it attempts to use its power not merely to secure justice, but to extort something unfairly from the other fellow. Labor on the whole can be paid only what labor as a whole earns, and if some sections of labor exact more than their share of the current produce of the world, other sections of labor are going to suffer and receive less than their share.

Our laborers are entitled to a high standard of living, and we should throw around them every possible opportunity to realize it. But the average standard will necessarily depend upon the average production, and not upon the mere money rates which are paid.

The world is going through a period of deflation, which means that the average money prices of everything must come down, and in so far as labor sets its face against a reduction in money, as distinguished from real wages, labor is setting itself against progress. I say this believing myself to be a genuine friend of labor, and one who would rather see men happily, actively and continuously at work than to observe any other picture in the world.—CHARLES M. SCHWAB.

INDUSTRIAL PEACE AND PROSPERITY DEPENDENT UPON THE OBSERVANCE AND ENFORCEMENT OF LAW

The vast majority of business men and workmen are sincere and fair, but there is and perhaps always will be a minority that ignore the principles of common honesty. They are sufficient in number to seriously affect the whole situation. Until these are aroused to the necessity of getting in line with sound and decent standards of conduct, the full return to satisfactory business conditions will be more or less impeded.

Now what, if anything, can be done to improve the general situation? I answer, the first thing for insistence, throughout the world, is the observance and enforcement of law.

Recently we have read of convictions for violations of the criminal law by certain business men. They had controlled selling prices and limited production to the injury of consumers. I am not familiar with the facts and do not know whether or

not moral turpitude was charged. The men pleaded guilty and of course deserved punishment.

And nearly every day for months we have read of strikers violently attacking men who had taken or were offering to fill the places made vacant. Indeed, it seems to be common to attempt by force to prevent operation of producing plants or transportation lines. The freedom of men to work when and where they please has been interfered with.

If it should be deemed necessary and wise to have governmental supervision over organized industry in order to protect the public interest, I personally would not object, provided the laws and rules shall apply alike to organized capital and organized labor.—JUDGE E. H. GARY.

DOMINENCE OF "GROUP INTERESTS"

Workmen are steadily and powerfully pressing toward an organization that will enable them to take over and rule the industries severely as democratic syndicates or guilds. The present owners of industry are organizing along "similar lines of cleavage and are simply self seeking.

We have the growth of great employers' associations, great farmers' association, great merchants' associations, great bankers' association, great labor associations—all economic groups striving by political agitation, propaganda and other measures to advance group interest. At times they come to sharp conflict with each other and often enough charge each other with crimes against public interest. And to me the one question of the successful development of our economic system rests upon whether we can turn the aspects of these great national associations toward coordination with each other in the solution of national economic problems, or whether they shall grow into groups for more violent conflict. The latter can spell breakdown to our entire national life.

The governmental agencies through which perforce we deal with these great and often warring organizations are "built up on the foundation of individualism." As industry has developed into large groups we have found that "this system of individual initiative might be destroyed" by "an economic domination of groups over the whole," and accordingly we have developed a mass of regulations mainly repressive and prohibitory—anti-trust laws and commissions for curbing basic industries and public utilities. This attempt "to prevent combination in any

restraint of free enterprise" and "to give a square deal," is in itself "also proof of the abandonment of the unrestrained capitalism of Adam Smith." Yet our national institutions, and the racial instincts out of which they sprang, are still essentially individualistic as opposed to socialistic.—JOHN CORBIN.

WHEN SUCCESS WILL SEEK YOU OUT

Only through study can a man progress; study at school, at college, from books, yes; but especially constant, never-ending study of the world around him, and more especially the very human nature of his fellows.

The particular line of work must be chosen, which is no small task, and can only be accomplished by a thorough self-analysis and self-knowledge. Technical training for that particular line is a first requisite, then as broad a cultural training as may be possible, to help in giving the student the wide view, the big vision, the background, the facts upon which to base thought. In the higher reaches of every line of endeavor, where all seek ultimately to arrive, the essential thing is judgment. Judgment is not secured in a day, but it is the product of thought applied to observation and experience. The successful man must know how to think.

All these are necessary, but these alone will not bring a big, all-round success. In addition, a man must learn to know, accept, and utilize the big underlying forces of the world and of human nature. So often the individual most capable of study and thought is carried away by theory. He acts upon the assumption that the world is what he conceives it should logically be, or should ideally be. The man who would succeed must know the world *as it is*, and he will be neither too pessimistic nor too optimistic about it. He will study the fundamental laws governing life and people as he sees them illustrated about him, and will base his actions and his desires upon that knowledge. By strict self-discipline his own life must be guided in accordance therewith, and when he has gained some measure of self-control, he is in a position to make use of these same forces to control other men and things. Then and then only is he on the highroad to any great success. Not only one's knowledge of the world and men must be utilized, but other men's brains, their hands, and their money, for no one ever succeeded in a large way who did not make use of the abilities and possessions of others. The man who, because he studies, thinks, and under-

stands, is capable of such utilization owes it to himself, to those others, and to the world to go forward, for thereby are all benefited.

As a young man, I was elected to the Assembly in the State of New York. This was my first entrance into real public life. Many questions came before us. I found that few men would take the trouble to thoroughly inform themselves on any subject. And on through life I have been increasingly impressed by this fact. If you will take the trouble to study and think, you will unquestionably stand out among your fellows. If you will throw yourself into your job, whatever it is, study all you see and hear, really crave a chance to use all your powers, you need not generally hunt success, for success will seek you out.—A. BARTON HEPBURN.

Speaking broadly, prosperity must come to all of us or to none of us. I pity no man because he has to work. If he is worth his salt, he will work. I envy the man who has a work worth doing, and does it well. There never has been devised, and there never will be devised, any law which will enable a man to succeed save by the exercise of those qualities which have always been the prerequisites of success—the qualities of hard work, of keen intelligence, of unflinching will.—THEODORE ROOSEVELT.

If it were admitted that you who are dissatisfied hold the right side of the dispute, there still is no good reason for precipitate action. Intelligence, Patriotism, Christianity and a firm reliance on Him who has never yet forsaken this favored land, are still competent to adjust in the best way all our present difficulty.—ABRAHAM LINCOLN.

I admit that there have been many men of excellent mind and ability, and that these men, because of their genius, have existed through themselves alone. I also grant that natural talent without education has counted more for praise and glory than education without natural talent. But I maintain this: when some methodical instruction and training is added to excellent natural talent, then is the true ideal of perfection want to exist.—CICERO.

THE ASSOCIATION'S NINTH ANNUAL CONVENTION

Delegates Were Welcomed by Chairman E. R. Cole of the Western New York Chapter, Under Whose Auspices the Meeting Was Held—Ex-President Park, in His Annual Report, Told of the Association's Reorganization and Incorporation, and President Kincaid in His Annual Address Sketched an Active Program to be Followed in Future Developments—The Managing Director's Annual Report and the Treasurer's Report Also Were Received—Earnest Discussion of Sub-Committee Reports Consumed the Main Portion of the Daily Sessions—Excellent Papers Were Given by the Evening Speakers—At the Business Meeting Members of the Executive Committee and Officers for the Executive Council Were Chosen.

The main auditorium of the Chamber of Commerce building at Niagara Falls was well filled with delegates when Chairman E. R. Cole of the Western New York Chapter called the meeting to order and extended a welcome on behalf of the Chapter and of the city.

Ex-President Park's Report

In his report Ex-President Park reviewed the developments of the past year, and characterized "the ninth year of the National Association of Corporation Training as the most eventful in its history. It has been a year of climax; the climax of many years' planning and effort; the fulfillment of the hopes of many administrations." Mr. Park reviewed how the Executive Committee had been given a mandate at the last election, and how it had carried out the reorganization and incorporation of the Association.

"To the Association the change in operating management will mean three things:

"1. The placing of its financial program upon a more secure and adequate basis.

"2. The operation of the Association on a conservative yet progressive plan which will mean the greatest possible development of its resources and its possibilities.

"3. The placing of the control of the organization in the hands of business executives.

"In reviewing these factors let us not assume that the new regime will in any way lessen our financial obligations. The

members of the Association must still pay its bills and provide funds for its development, but the present form of organization is, we believe, best calculated to inspire confidence and secure support.

"With control passing to a more permanent Board of Trustees there is insured for the organization a stabilizing of its policy which should promote cooperation and make possible a program of continued development which could hardly be expected under an administration which changed its personnel each year. It is now possible for the Association to undertake a program which looks well into the future, as well as meets immediate needs.

"While the Board of Trustees is composed of men from various departments of business, the new officers have been chosen entirely from the executive field. The Board of Directors, which will be most active in studying the policies of the Association, is composed of men who will approach its problems from the executive's viewpoint, and the Committees on Finance and Membership will promote their work through the leaders of industry and commerce.

"While the management of the organization thus passes into the hands of experienced executives, upon the educational and personnel leaders of our member companies will fall the chief burden of directing the work of the sub-committees and the supplying of much of the material which forms the chief asset of the Association. These leaders compose the Executive Council and its Executive Committee, and they dominate its sub-committees and their preparation of reports. Their labors will not be lessened by the new plan, but as the scope of the Association broadens, the work of this group will grow in importance and volume.

"Thus our new form of organization divides the responsibilities of the Association into two chief groups, and places each in the hands of those best fitted to carry them. Cooperation between the two groups will mean the greatest possible development for the organization, and we believe that this cooperation is assured."

The Managing Director's Report

The Managing Director in his annual report reviewed in detail the reorganization of the Association, including the change of name, incorporation, and election of the Board of Trustees and other officers.

He also reviewed the effects of the present business depression upon the Association, showing that while it had lost some in membership, the Association has continued to render its full service and is now in position to push rapidly ahead, keeping pace with the return of prosperity.

A report of the meeting of the Board of Directors held in New York on June 4 was included, and attention was called to the fact that the Association in its incorporated form is a new organization and that those charged with the responsibility for the Association's policies and management through a Plan and Scope Committee will analyze the various factors entering into the service now rendered to members with a view to determining how, if at all, this service may be improved. To this Committee was referred:

1. Policy of the Association as to:
 - (a) Monthly Bulletin
 - (b) Special and Confidential Reports
 - (c) Sub-Committee Reports
 - (d) Annual Volume of Proceedings.
2. General policy of the Association as to:
 - (a) Immediate developments
 - (b) Future developments.

President Kincaid appointed as the Plan and Scope Committee:

- Mr. L. L. Park, Chairman, American Locomotive Co.
- Mr. John McLeod, Carnegie Steel Co.
- Mr. Fred W. Tasney, The Prudential Insurance Co.
- Mr. Harry A. Hopf, Federal Reserve Bank of New York.
- Mr. Henry S. Dennison, Dennison Manufacturing Co.
- Mr. F. H. Dodge, Burroughs Adding Machine Co.
- Mr. F. C. Henderschott, The New York Edison Co.

This Committee will report at a meeting of the Board of Trustees in the early fall.

The Board of Directors has also asked the Membership Committee to make a careful investigation of the whole membership question, and to report their findings to the next meeting of the Board of Trustees. There was in the minds of the members of the Board of Directors in this connection two needs; first, the need for additional Class "A" membership; and, secondly, a careful investigation as to whether or not the services of the Association cannot be extended to a much larger number of business organizations.

Treasurer's Annual Report

The annual report was submitted by Mr. Henderschott, who was Treasurer of the Association up to May 10, the date on which the Board of Trustees took over the management of the Association. The report was duly audited by Mr. M. T. Chernich, the Association's official auditor, and had been approved by the Board of Directors.

In connection with the report the following statement was submitted:

EXPENDITURES OF THE ASSOCIATION

FROM MAY 16, 1920, TO MAY 14, 1921

Printing	\$14,347.12	60%
Office Salaries	4,886.00	21%
Postage	1,623.80	6%
Stationery	858.04	4%
Convention Expenses	673.81	3%
Local Chapters	540.00	2%
Incorporation	328.49	1%
Miscellaneous	639.86	3%
Total Expenditures	\$23,797.12	

RECEIPTS OF THE ASSOCIATION

FROM MAY 16, 1920, TO MAY 14, 1921

Dues Class "A" Members.....	\$14,175.00	79½%
Dues Class "B" Members.....	880.00	5%
Dues Class "C" Members.....	1,430.00	8%
Sale of Proceedings.....	642.50	4%
Sale of Bound Bulletins and Bulletin Subscriptions	319.75	2%
Interest on Bank Deposit.....	243.15	1%
Sale of Special and Confidential Reports	148.00	½%
Total Receipts	\$17,838.40	

President Kincaid's Address

President Park insists upon calling himself Ex-President of this Association. Nevertheless he has given us a very concise and comprehensive report of the excellent work which the National Association of Corporation Training has completed during the past year. It has been, as he states, a year of climaxes, and the culmination of these issues is the result of many years of planning and work which now places a large responsibility upon the officers of our Association.

As your executive officer, elected at the recent organization

meeting of the Board of Trustees, I feel most keenly as do all other members of the newly elected Board, the obligations which we are assuming. We undertake to expand and develop the policy which has carried this Association through nine years of successful work. As a voluntary Association we are leaving behind us a record upon which associations many times our size can look back with justifiable pride. Our Association may not have distinguished itself by the size and extent of its membership, but I am not overstating the case when I say that the Association has distinguished itself for the quality and character of the work which it has done.

No other organization which has attempted to touch the field of personal relations in industry has made the carefully studied surveys and produced such valuable and helpful information for the commerce and industry of America as has the National Association of Corporation Training. Through the reports of our committees, the Monthly Bulletin and the Special and Confidential Reports, the member companies of our Association have been kept in constant touch with the rapid and progressive development of all phases of the personnel problems and the solutions which are being worked out in the various activities of American industrial and commercial life.

The saying that a prophet is not without honor save in his own country and in his own house applies to the work of our Association. When in Great Britain last June I was invited to meet with the executive committee of the Association for the Advancement of Employes in Industry and Commerce. They did me the honor of holding their executive committee meeting at my company's plant at Letchworth. This association is based upon the same principles and its work is modeled after our Association. Members of this executive committee receive our literature through Class "C" membership in our Association. They expressed to me their sincere appreciation of our literature and also expressed amazement at the amount and extent of the work which was being done by American industries in the personnel field as published in our Bulletin and reports.

While I know in Great Britain individual firms are quite as progressive and active along this line as any firms in America, I do believe that the movement in this field of studying and grasping conditions in personnel relations in industry has not taken on the same interest and has not been developed to the degree that it has in America, nor has as large a percentage of

the industrial and commercial institutions of Great Britain shown the interest in this work that has been shown by industries of America.

We, gentlemen, can consider ourselves fortunate that we live upon the American continent where mighty strides are constantly being made toward bringing the employer and employee into closer and more efficient personnel relations.

Not only has Great Britain set up an association, made up of its most progressive industrial and commercial organizations modeled after our Association, but reports have come to us recently that similar associations modeled after ours have been formed in France, Italy and Japan, which countries face the same problems we face, and they have come to the same conclusions to which the progressive industries of America represented in this Association have come; that is, if we are to meet and solve our industrial problems, we must study them fundamentally and broadly and must introduce such educational and helpful methods as will enable us to meet these great issues with skill and intelligence.

Largely on account of the efforts put forth by the members of this Association, America stands in the van of leadership in the department of industrial education, particularly in that branch which we wish to designate as the field of personnel relations. As stated, all of this activity and accomplishment in the past, faulty though it may have been, is the foundation upon which we are to build a larger and more enduring structure than our pioneer architects have yet dreamed. Some of us I feel sure have caught the vision and are ready for the forward movement. I trust that before this convention has closed every member-company here represented also will have caught the vision and will be ready to join us in the work of building here in America a sound, enduring organization for the promotion of industrial and commercial education.

As President Park has pointed out in his address, the Association has succeeded in securing a Charter giving it broad powers in the educational field, the right to hold property and to receive endowments, all of which opens up the opportunity for permanence and the extension of our service. The Board of Trustees has a membership of thirty-one, which is divided into three classes. Class I is made up of past-presidents of the Association, the President, First and Second Vice-Presidents, and the Managing Director, who were serving at the time the Asso-

ciation was incorporated and secured its Charter. Class II and Class III Trustees were elected as President Park has explained. Many of the Trustees are from among the executives and personnel directors of our member companies.

Any person should feel highly complimented at being selected to preside over such a fine body of men. Upon this occasion I wish to express my appreciation of the honor done me. In accepting this position of responsibility, I do so with the hope that I may be able to serve the Association and may add something to the common effort of the members of the Association and in some modest way help along the stupendous work which we have undertaken.

President Park has indicated in his address the great issues which I accept as outstanding and which will command our earnest support and cooperation throughout the coming year.

First, there is the problem of financing the Association upon a permanent basis so as to insure its future growth and development. This we hope can be started and carried to a point where a sufficient income to meet all of our current needs, and to house us in quarters of our own with a full staff and the full-time Managing Director may be available. The dues of one hundred dollars per Class "A" member will not provide this. We must find other means for arranging for this permanent fund. If no better method of financing can be suggested, we can resort to the usual method adopted by other educational institutions and seek funds from among our member companies.

At the organization meeting of our Board of Trustees a Finance Committee was appointed for the purpose of recommending a plan for financing our immediate and future needs. This committee has already had one meeting and has made a preliminary report to our Board of Directors upon a plan which I believe contains much merit and will be finally adopted by the Board of Trustees. This preliminary plan contemplates temporary financing for the balance of this year, and the work of this committee is to be continued until a plan for permanently financing the institution is adopted and put into actual operation.

A second step was taken at a meeting of our Board of Trustees in May appointing a Committee on Membership whose duties will be to lay out a policy for increasing the membership of the Association. It would seem that our Class "A" membership alone should be extended until we number not less than one thousand members. With the expansion of the Class "A" mem-

bership there should be a corresponding expansion of Class "B" and Class "C," making a total membership of three thousand, but one thousand members in each class is a large undertaking for one year. Shall we take as a slogan for 1921 five hundred members in each class or a total of fifteen hundred?

New members are valuable to us only as they feel the need of and sympathize fully with us in the work which we are doing. They are of benefit to the Association only when they enter heartily into the spirit and the purpose for which the Association is formed, carry their full share of responsibility and cooperate with us in all of our undertakings. New members should join the Association not alone for what they can get out of it in return for their money, but because they see in our organization an opportunity to serve the industry and commerce of America. One of the largest benefits which any institution can receive from this Association is the indirect benefit which each company receives in helping to build up a spirit of mutual helpfulness and cooperation with others who are facing the same problems. Benefits conferred upon other companies through an institution such as ours are bound to be reflected, indirectly at least, in every member-company of our Association. Our work then is cumulative, and the more members we have the greater will be the cumulative effect and likewise benefit to each member-company.

Third, as the problem of financing is solved and the membership is increased, we shall be in a position to devote more time and attention to the improvement and expansion of our service. More time and money should and can be given to the preparation of our Reports and Proceedings of our convention. These can then be made more readily available as text books and works of reference. Our only excuse for not doing this has been the lack of time and funds to prepare suitable indexes and digests for use in class work. Many valuable suggestions have been made regarding the improvement of our literature, particularly our annual reports. With your cooperation and support in solving the first two problems we feel sure that our editorial staff and our Managing Director will be able to give us this larger service.

If, as has been suggested, we are able to place one or more secretaries in the field to carry out this larger program, we will be able to give some form of individual service to our member-companies in the use of the reports and literature of the Association. This I am sure would be highly appreciated.

Fourth, one of the most important developments in our Association's work has been the need for the establishment of local chapters in the larger industrial centers of the United States. The work of expanding those chapters and of establishing others where the needs are very great can be successfully carried through as one of the chief activities of a field secretary.

The depressing business outlook at the present time should not and does not prevent a forward movement in the work of our Association. At no time in the history of the industrial development of America has the need for the service which we are prepared to give been so pressing as it is at the present time. Many firms which need our help do not know of the work which we are doing nor do they know that we can help them to solve the very problems which are most puzzling to them. This work can be done only by the aid of an efficient field secretary. It cannot be done by voluntary effort on the part of our member-companies no matter how great their loyalty and interest in the expansion of the Association. It is true that we have grown to our present size largely through this voluntary effort, but we need now according to my judgment to rely upon the efforts of trained servants, permanently in the employ of the Association. We can and will meet this great opportunity which confronts us at the present time.

There is another phase of our work which I think is basic and can be touched upon with profit at this time, and that is the administration and adaptation of the principles and methods worked out in our reports to our respective institutions. This has given me personally much concern. Too often I hear the complaint that the literature of the Association is not adaptable to the particular plant or institution with which the person is connected. It is not intended to be so. It is intended mainly to be suggestive and helpful in pointing out the way to a solution. Too often I have felt that industrial concerns are seeking a cure-all method for their present ills. Methods and plans no matter how perfect cannot of themselves cure the ills of industry. We who have given serious thought and study to administrative processes in industry realize all too well that principles and methods at best are only a means to an end. The end sought can only be accomplished by the careful administration of method and the administration of method presupposes an administrator. The supreme thing, then, at which we are aiming is the production in our various plants and organizations of executives, major

and minor as the situation demands, who are capable of applying the methods suggested in our literature. The greatest and most pressing demand upon us today, then, is to set up either within or outside of our plants, but at all times in close contact with industrial processes, a training school for executives.

An executive imbued with the sense of the responsibility of his position will make a secondary method a success, but an employe without executive training and experience will defeat the best method and often side-step the fundamental principle on which a business is founded. When the four immediate problems confronting our Association then, have been reasonably solved, we will come to our fifth and largest problem, that of founding a training school for executives.

One great principle in which this executive must be instructed is in regard to the ethics of his profession. The high class executive position in industry to my mind is the greatest profession of the twentieth century. Only as this executive is able to approach and understand the great truths underlying the principles of personnel work can he secure the confidence, loyalty and cooperation of the personnel of his organization. His people must believe in him. They must have confidence in his word. They must be made to feel that their problems will receive fair and equitable consideration in his hands. "An Utopian dream," some may say, but I want to say to you that such executives exist already, and the fruits of their work can be shown in the industrial life of our most progressive plants. We want more of them. Industry must have more of them.

We stand in a position to help in the education and preparation for industry and commerce of the executive who is needed in every institution throughout the world—the executive who can lead us out of present chaos into the atmosphere of loyalty and confidence where alone it is possible to realize contentment, happiness and prosperity in our industrial life.

Sub-Committee Reports

Each of the twenty Sub-Committee Reports were presented to the delegates and discussed following the program which had been prepared. The excellence of these reports was very generally acknowledged. The reports and the discussions will appear in the annual volume of Proceedings.

The Evening Addresses

On Monday evening Mr. John McMillan, of Henry L. Doherty & Co., presented his paper on "Thrift." There was a

large audience present, and Mr. McMillan was warmly commended for the excellence of his address.

Perhaps the keynote of the entire convention was sounded by Mr. R. H. Rice, Manager of the Lynn Works of the General Electric Co., on Tuesday evening, when he spoke on "Employee Representation in Management." While no effort has ever been made to definitely determine the exact scope and field of the Association's activities, it is generally understood that the objects sought are understanding and cooperation on the part of stockholders, management, employees, and the public.

On Wednesday evening Mr. A. Monro Grier, K. C., addressed the delegates during the banquet on "Character as an Asset." The happy selection of Mr. Grier to speak to the delegates while assembled on Canadian soil was generally acknowledged. Mr. Grier discussed his subject in a most pleasing manner, and drew the large assemblage to its feet in earnest applause as he dwelt upon the necessity for unselfish devotion and allegiance to high ideals, especially during this reorganization period.

On Thursday evening at the Chamber of Commerce Mr. H. W. Casler, Assistant to the Vice-President of the New York Telephone Co., gave a carefully prepared paper on "The Place of a Personnel Department in a Business Organization." This discussion also was well received by a large and representative audience. It was apparent that the delegates were thoroughly tired during the latter sessions of the convention, nevertheless they were in their places and eager for further information bearing upon the topic of personnel relations in business organizations.

A Message to the British Association

On Thursday afternoon President Kincaid appeared before the convention to say a word of farewell, as he sailed the following day for England and the Continent. At the conclusion of his remarks, Mr. A. F. Pickernell, Chairman of the Committee on Resolutions, offered the following and moved its adoption:

Resolved that we the officials and members of the National Association of Corporation Training in annual convention assembled at Niagara Falls, New York, desire that our President, W. W. Kincaid, who is about to depart on a trip to London, convey to the officials and members of the Association for the Advancement of Education in Industry and Commerce of Great

Britain our heartiest greetings and congratulations upon the success of the work of their organization in the field of Personnel Relations;

Resolved further that we continue in the future as we have in the past, to work in closest cooperation and sympathy with our British cousins in the effort to extend and develop more intelligent and sympathetic relations between the shareholder, the management, the employe and the public and that they may through their efforts assist in bringing about a better understanding and a spirit of cooperation between all human elements entering into the field of industry and commerce.

It is our sincere wish that peace, prosperity, and mutual confidence may be restored in the near future to the industry and commerce of Great Britain.

The resolution was adopted by rising vote, and President Kincaid was wished a pleasant and profitable journey.

Annual Business Meeting of the Executive Council

On Friday morning, following the custom of the past, the annual business meeting of the Executive Council was held at the Clifton Hotel. Under the By-Laws of the Association the Managing Director is Chairman of the Executive Council, and he called the meeting to order and asked Mr. Pickernell to present his report. Suitable resolutions were adopted thanking those who had in a marked degree contributed to the Association's work of the past year and to the success of the convention.

Mr. J. F. Kelly, Chairman of the Nominating Committee, then presented the report of his Committee:

For Vice-Chairman, Mr. H. W. Casler, New York Telephone Co.

For Secretary, Mr. F. P. Pitzer, Equitable Life Assurance Society, N. Y.

Mr. Sidney W. Ashe, General Electric Co., Pittsfield, Mass.

Mr. Carl S. Coler, Westinghouse Electric and Manufacturing Company

Mr. J. H. Yoder, The Pennsylvania Railroad Company.

Mr. E. E. Sheldon, R. R. Donnelly & Sons Co., Chicago, Ill.

Mr. George Van Derhoef, Dodge Manufacturing Company, New York

Mr. K. W. Waterson, American Telegraph & Telephone Co.

Mr. J. E. Banks, American Bridge Co., Ambridge, Pa.

Mr. R. H. Booth, Bridgeport Brass Co., Bridgeport, Conn.

Mr. F. W. Thomas, Atchison, Topeka & Santa Fe Railroad,
Topeka, Kansas

Mr. M. L. Pierce, Hoover S. S. Co., North Canton, Ohio

Mr. J. O. Steendahl, S. F. Bowser & Co., Inc., Fort Wayne,
Ind.

Mr. Ladson Butler, Yawman & Erbe Co., Rochester, N. Y.

Capt. J. H. Ayers, Police Department, New York

Dr. Otto Geier, Cincinnati Milling Machine Co.

Mr. R. A. Sigsbee, The Federal Reserve Bank of New York

Dr. Henry Moskowitz, Submarine Boat Corporation, Newark,
N. J.

Dr. L. F. Fuld, Henry L. Doherty Company, New York

Mr. W. G. Catlin, Shepard Electric Crane & Hoist Co.

Mr. A. F. Pickernell, Abraham & Straus, Brooklyn, N. Y.

Mr. J. D. Gill, Atlantic Refining Co., Philadelphia, Pa.

The report of the Nominating Committee was unanimously
adopted.

Under the heading of "New Business" there was an earnest
discussion of the service rendered by the Association to its mem-
bers, and how this service might be improved.

The Executive Committee is the operating body in charge of
the Association's field activities, and this Committee will be
called to meet early in the fall to determine upon what subjects
Sub-Committee reports will be presented at the next annual
convention, and how the Committee shall be organized and func-
tion. During the discussion the Managing Director called Vice-
Chairman Casler to the platform, and at the conclusion of the
session Mr. Casler addressed the assembled delegates on the work
of the Executive Committee. He was warmly received, and his
promises of an earnest and constructive program heartily en-
dorsed. The convention then officially adjourned.

The Entertainment Program

At 4:00 o'clock on Tuesday afternoon delegates and guests
were taken on the famous "Gorge Trip" by trollies.

The entertainment features of the convention were inaug-
urated by the banquet at the Clifton Hotel on Wednesday eve-
ning. The banquet was followed by a presentation of "The
Spirit of '76" by employes of the Larkin Company, after which
there was an informal dance in the ballroom of the hotel. This
gave the delegates and their wives an opportunity to become bet-
ter acquainted and to enjoy a pleasant social evening.

On Thursday afternoon from 4:30 to 6 the Business Ladies Club of Niagara Falls gave a reception to the lady guests and delegates at the Y. W. C. A. headquarters directly opposite the Chamber of Commerce Building.

At the conclusion of Mr. Casler's address on Thursday evening Mr. Cole and his committee sprang a delightful surprise by staging an informal dance in the main auditorium of the Chamber of Commerce building. This surprise was thoroughly enjoyed by the delegates and their guests. Several of the local guests, both ladies and gentlemen, who had been attending the convention sessions participated in the dance and became better acquainted with the visiting representatives.

On Friday afternoon the Chamber of Commerce of Niagara Falls provided autos by which the delegates and guests were conveyed on an inspection trip through the plants of the Acheson Graphite Co., the Shredded Wheat Co., the Niagara Falls Power Co., and the Spirella Co. From the latter plant the delegates were taken along the Niagara River through the beautiful fruit regions to Old Fort Niagara. This trip was thoroughly enjoyed by all who remained to participate.

The Work of the Local Committee

Under Chairman E. R. Cole of the Western New York Chapter, the committee associated with him provided every accommodation and was responsible for the smooth manner in which the Association was conducted. An especially warm vote of thanks was extended to Mr. Cole and his associates. The reputation of Niagara Falls as a convention city was well sustained in the opinion of the delegates and the guests at the convention.

Westinghouse Company Aids Its Employees to Become Home Owners

The Westinghouse Electric & Manufacturing Company has worked out a plan through which it will aid its employees to own their own homes. The development will be in Ardmore and in Turtle Creek. The plan provides for a minimum cash payment of 10 per cent of the estimated cost value of the completed property, 50 per cent to be obtained on a first mortgage and the remaining 40 per cent to be advanced by the company. Both the mortgage and the money advanced by the company to bear 6 per cent interest.

VACATIONS IN THE COUNTRY

This Article Has Been Compiled at the Request of a Class "A" Member Company for Information on How Other Industrial and Commercial Organizations Are Meeting the Problem of Insuring to the Comparatively Low Waged Employee an Annual Outing in the Country. Salient Points of Interest in How These Country Clubs and Camps Are Established and Maintained Are Given, and the Experience of Companies Which Have Developed Such Recreational Centers; Also a List of Rules Which Have Been Enforced and Found Necessary for Proper Discipline in Such Camps, the Average Charge Made, and a List of Companies Which Have Inaugurated and Are Maintaining Country Clubs on Behalf of Their Employees.

The problem of ensuring to the comparatively low-waged employee an annual sojourn in the country, or at least some portion of time away from his or her habitual haunts and into the fresh air, has been taken up with what ought to prove contagious energy by certain large companies in the United States. And not only is the number of such companies impressive but also variety of the plans adopted by executives to stimulate an appreciation of the joys and the value of outdoor life. These measures might be generally grouped under the following heads:

(1) The *Country Club*—the most ambitious and expensive method of furnishing out-of-door recreation.

(2) The *Vacation Camp*—owned and controlled by the company or rented from an outside agency. Privileges of such rented camps usually constitute the use of small tents containing cots, and sometimes include use of boats, fishing permits, cooking utensils, fire wood, etc. Pure drinking water is practically always accessible.

(3) *Boy Scout and Campfire Girl Activities*—frequently including the erection of some sort of shelter for week-end excursions or even vacations.

Salient Points in Establishing Country Clubs and Camps

The present investigation of company vacation plans has brought out a number of salient points connected with the establishment of clubs and camps for the benefit of employees:

First: The wisdom of sounding the attitude of the employees as a body toward such enterprises, since a number of companies

have discovered, upon referring the question to the force, that the members of it preferred to select their own places of rest and recreation, and that, as a consequence, a club or camp would be so little used as to prove a poor investment from every point of view.

Second: The clubs and camps investigated which have been in successful operation over a number of years would appear to represent considerable money investment—amounting in probably the majority of cases to many thousands of dollars and involving the retention of at least one permanent caretaker.

Third: Few companies operate a camp exclusively in the interest of their women employees—except at certain periods or seasons. The privileges of the majority of country clubs and camps are usually open to employees of both sexes and all classes under certain regulations and restrictions—even frequently to their families, and in some small communities to the townspeople.

Fourth: A number of companies have adopted the practice of negotiating with local or state organizations operating vacation camps for camping privileges for their employees—considering that this method eliminates responsibility and more or less of the hazards of such undertakings.

Fifth: It is generally the intention to make the club or camp at least partially self-supporting, but in some instances all expenses are borne by the company. In a few cases they are run and supported by the company employe association; in probably the majority of cases the company makes up any deficit.

Sixth: Although the statement might admit of debate, it would seem that companies employing a very large force of comparatively low-waged workers, to whom the cost of a vacation away from home is almost prohibitive, have most success with their efforts along these lines.

Seventh: Plant force and office force seldom make use of vacation privileges together.

Eighth: Club and camp privileges are sometimes free; sometimes charges are based on salaries; occasionally specific expenses are defrayed by the company. Charges range from \$6 to about \$16 a week. Expenses of employees sent to the camp under a physician's orders are paid by the company.

Ninth: As a rule equipment for out-of-door recreation is liberally provided.

Typical Vacation Privileges

The following outlines of employe country club and camp

enterprises present the outstanding features common to the majority of them. About a year ago in connection with another subject heading we published an account of several country clubs, which may well be repeated in this connection:

"One company, employing several thousand people, has four clubs, two in the town and two in the country. One of the country clubs is open to others than employees and is not largely used by the factory people, but the one which is maintained for the employees and their families is very popular. Field days, attended by thousands, are held here several times during the summer. In addition to the two club houses, one for men and one for women, there are booths, lunch houses, an outdoor stage for evening entertainments, and a dancing pavilion. In the women's club house there is a nursery for babies and small children.

"Another country club, which can easily be reached by train or trolley, has a membership of eighteen hundred—about half the employees of the company. Membership dues for men and women are ten cents and five cents a week respectively. It is managed entirely by the employees, the company exercising no powers except those of a purely advisory character. In addition to the usual club house equipment, there is a large concrete swimming-pool. There are two baseball diamonds, where teams representing different departments play every week-end for the championship. There is a football field, a quarter-mile cinder track, and six tennis courts. This company also conducts a summer camp for the younger boys, and an athletic coach is provided for them, who drills them several times a week throughout the year. Many of the boys spend their vacations and week-ends at the camp, where they sleep in tents and eat at a central lodge which is in charge of a responsible man. A small charge for board is made in order that the boys may be made to feel independent."

A Department Store

This store maintains a summer camp near the ocean for all of its employees. The junior employees, both boys and girls, are obliged to take systematic physical instruction, the boys being organized as a cadet regiment conforming to the United States regulations and fully "equipped and uniformed." These cadets, as part of their regular store duty, are required to spend two weeks at the camp each summer. This camp is under military regulations, the boys sleeping in army tents and spending much

time in drilling and in athletic sports. Attendance at the camp for the girls and adult employes is optional with the employes, but the opportunity is much appreciated, since the management provides all possible means of diversion and entertainment.

Another Department Store

For a number of years the company has been operating a summer camp ten miles from its store, on a fifty-two acre tract of land. This land was purchased by the company, but the camp is operated under the auspices of the "Employes' Outing Association" of the company, and controlled by an executive committee composed of twenty-three employes and two members of the firm. At the present time the camp represents an investment of several thousands of dollars. Last summer over thirty thousand meals were served. A registered nurse, a graduate of the West Penn Hospital, is the resident director of Camp Horne. The season opens about June 28th, and closes September 2nd.

The company had one fundamental object in establishing Camp Horne—that of furnishing a place of recreation and enjoyment and a source of beneficial outdoor life for the employes of the store and their friends. It was first established for the purpose of giving these benefits to the younger employes of the store, without expense to them, but in recent years the camp has grown to such proportions that it takes in each and every one of the large store family; the juniors still enjoying the privilege of camping entirely free of charge, while the older employes pay a nominal charge.

The camp is within a 45-minute ride from the store, is located one mile back of Elmsworth, Pa., and can be easily reached—a street car from the Elmsworth station taking the visitor to within a 15-minute walk of the camp which is ideally situated on a plateau set in a natural basin of wooded hills. The temperature is at least 20 degrees lower than in the city.

Employes can commute if they like, going back and forth to business, thus getting the full benefit of a summer in the country at less expense than even boarding at some quiet farm. Among the conveniences of the camp are:

(a) The most up-to-date tents of waterproof canvas, doubly protected by a fly across the entire tent. White pine floors, raised off the ground, ensure proper drainage and keep the tents absolutely dry and sanitary. Each tent accommodates four to five persons. A Family Tent is a new departure and one definitely

planned to meet a long-felt want of many employes who would like to visit the camp for a period of one or two weeks with their families. This tent accommodates approximately five persons. To avoid disappointment early reservations must be made.

(b) First-class white metal beds, completely changed after each occupant, so that beds are always clean and inviting.

(c) Each tent is equipped with a chifforobe containing drawers and hanging space for wearing apparel, and a good sized mirror.

(d) A kitchen with an open porch on three sides, completely screened and equipped with gas ranges, bakers, etc. The cement cave, with running water, in which the milk, cream, meats, vegetables, etc., are kept, ensures fresh meat, vegetables, and dairy products.

(e) The dining pavilion seats 150 persons at one time—around a clean white pine board table. This hall is also completely screened, and has a tanbark floor.

(f) A recreation tent where entertainments and dancing are indulged in.

(g) Drinking water, pumped from a deep well, delightfully cool and invigorating. This water is also pumped by a gas engine to different parts of the grounds.

(h) Separate buildings for men and women in which the most convenient facilities have been placed, including toilets, showers, stationary wash basins, running water, and other home comforts.

(i) A large park back of the private tents is set aside for private cars remaining over night. In addition, ample parking space has been allotted to visitors.

(j) Picnic grounds, where employes and their families and friends are privileged to come and enjoy outdoor life any time during the week, but especially Saturday afternoons. Benches, swings, tables and chairs are provided and coffee will be furnished free to such parties, but visitors must furnish their own receptacles for carrying it. Permits must be obtained in advance for parties, and arrangements made for coffee.

(k) Athletics.—A baseball field, a sockey ball field, medicine balls, quoits, and other equipment, including see-saws, rope swings, flying rings, vertical ladders, climbing pole, Kelly slide, tennis courts, running track, basket ball, and volley ball fields; a double tennis court, a running track, basket ball and volley ball fields.

(l) A program of the entertainments for the season, which are in charge of special committees, is drawn up in advance.

(m) The camp motor bus leaves the store each evening at 5:15 p.m. sharp, except Saturday, when it leaves at 1:30 p.m. sharp. Bus returns to the store, leaving camp each morning at 7:30 a.m. Each Sunday morning, after breakfast, the bus leaves camp in time for church, for those who desire to attend church in Elmsworth, and after service returns to camp.

Employees visiting the camp for the day, evening, or over night receive credentials from an official in charge of the bookings. This is essential, so that those directing the camp may know that the visitor is a member or a friend of a member of the Outing Association.

The following rules are enforced:

(a) No visiting is permitted in the kitchen. This is to avoid confusion.

(b) Juniors retire upon the ringing of the first bell; all visitors in camp leave at that time; overnight visitors are expected to retire when the large light near the flagpole is put out by the watchman.

(c) No meals served unless arranged for at the store through the booking and arrangement committee.

The rates for this year are as follows—including transportation to and from camp, dinner, lodging and breakfast:

For Employees and their dependents:

Over Night	\$.90	Week End	\$2.40
Week			\$6.00

For Relatives, not dependents

Over Night	\$1.25	Week End	\$3.25
Week			\$8.00

For Friends of Employees

Over Night	\$1.25	Week End	\$3.25
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Family Tent:

The rate is \$6 a week for each person. Minimum charge for three persons \$17 a week. Employees are requested to make arrangements early for this tent.

The camp was liberally patronized last summer. Over 16,000 meals were served during the season and 175 junior employees were entertained for a week each. The camp remains open for ten weeks.

A Telephone Company

The Company recently acquired property at Warwick, New York, consisting of approximately 380 acres of land with an elevation of more than 1,200 feet. Warwick is situated in the beautiful valley of Warwick, about sixty miles from New York City. Trains leave from the Erie Station, Jersey City. The regular price of a round-trip ticket is \$5.05. There is, however, a special ten-trip ticket costing \$3.92 for the round trip. Upon request the Company will buy a \$3.92 ticket for girls leaving Saturday afternoon. This ticket may be paid for at camp.

The territory thus acquired is to be devoted primarily to the establishment of a rest and convalescent home for female employes. However, separate and apart from Sherwood Hall, as the home for convalescents is called, but located on the Sherwood Hall property, the Company also has established a vacation camp for its women employes, to be opened early in the summer. This camp is large enough to accommodate 100 girls and the vacation period at the camp will be limited to two weeks. The camp will be self-supporting.

Roughly constructed but attractive wooden shacks, accommodating ten girls, have been built from lumber sawed from timber on the Sherwood Hall property, and these will provide adequate shelter for the campers and still enable them to live close to nature. The shacks have four rooms—two rooms accommodating two girls and two rooms accommodating three girls. Each room contains a dresser, single beds, and wardrobe space for the girls' belongings. The girls are responsible for keeping their rooms clean and in order.

They will eat in a large dining room in the central house, where good home-cooked meals will be served. They may lounge about on the large veranda or find a comfortable chair inside by the fireplace.

The camp offers rest, recreation, and out-of-door life. Various forms of amusement are being arranged for, and those who are fond of water sports will find swimming in the outdoor pool. Trips will also be taken to a lake, two and one-half miles away. There will be tramps and hikes through the woods, all-night trips, picnics, bacon bats, camp-fires, outdoor games, etc. Still another feature is the large recreation hall with a good floor for dancing and ready to give shelter and opportunity for songs, shows, stunts, etc., when the rain drives indoors.

The town of Warwick has both Catholic and Protestant

churches. Arrangements will be made for transportation to them at a small charge.

The employees apply for accommodation at the camp by filling in an application blank and sending it to Camp Sherwood Registration Bureau, Room 409, 15 Dey Street, New York City, and they are notified when their applications have been received, and asked to send a registration fee of \$3 within the following week, which sum will be deducted from the first week's bill. They will also be notified if it is impossible to accommodate them. Application for week-end parties should be made by Thursday of the same week.

Rates are on the following scale:

Board, per week\$15.00

Week-end rate (Saturday and Sunday)..... 2.50

Daily rate during week 2.25

Bus from station at small charge.

The week is reckoned from Saturday to Saturday, and the girls are urged to come and go, as far as possible, on that day.

A Packing Company

The Company owns and has maintained a camp, Oval Lodge, at Round Lake, Illinois, for a number of years. The grounds comprise an area of fifty acres and are well kept. The camp occupies about one acre and is situated on a terrace just off the lake. It is well furnished, equipped with hot and cold water, toilets, baths, etc., and accommodates about 100 people. There are baseball diamonds, tennis courts, swings, boats and bath-houses. The season opens May 30th and closes around September 15th, depending upon the weather. A competent chef is in charge of the kitchen under the direct supervision of the company's office restaurant manager.

During the winter a man and his wife remain at the camp as caretakers, living in an apartment connected with, but cut off from, the rest of the building. During the summer these caretakers take charge of the grounds and the men necessary to keep the place in proper condition. While the camp is open a woman manager is detailed from the Personal Service Department in the general office of the Company, but she returns to the office at the close of the season. When the privileges of the camp were extended to women employees only, the Company employed in addition to the manager, a nurse and a young woman to take charge of recreation. This year, as the camp is to be open to

all employees and their families, the services of the nurse and the recreation director have been dispensed with.

Prior to this year the girls from the plant were accorded the privilege of going to the camp on Monday morning and remaining until Saturday noon. They were paid half time while there. The expense of transportation, board, room, etc., was borne by the Company. The girls from the office were allowed to go up at noon Saturday and remain until Sunday night without expense, and any of the office girls could spend one week or the full two weeks of their vacation at the camp by paying the sum of \$1 per day. On special occasions—Decoration Day, Fourth of July and Labor Day—parties from the office were sent to the camp for the week-end. The men were allowed to take their wives and children and the girls their mothers, sisters or brothers. It was necessary on these special holidays to set aside special rooms for the women and children, usually one-half of the building, while the other half was given to the men. Extra cots were put in all of the rooms to take care of the crowd.

This year it has been decided to devote the entire season to the employees and their families for all or such part of their vacation as they may wish to spend there at a charge of \$8 per week for adults and \$4 per week for children under ten years of age. Previously the Company assumed all expenses, and now the only revenue derived is from such amounts as the various individuals pay for their board and room while on vacation.

Employers who are sent to the camp by the Company's physician are of course under no expense while there.

A Manufacturing Company

Last year, after a careful investigation, this company leased a cottage on the banks of a lake about 80 miles from its plant. The building at a pinch can accommodate 25 people at one time, is rented furnished, and among other conveniences boasts of running water, an indoor toilet, a large ice house, and an oil stove in addition to the kitchen range. A commodious porch fronting an attractive lawn, a good dock and boat landing are also features. A large supply of wood was included in the rent.

The camp is intended principally for the use of families and is open to as many as can be accommodated at one time for \$10 per family per week. However, individuals are not excluded when there is room for them, although their stay is limited to week-ends or an occasional night at five cents a night.

The plan was regarded as having worked very successfully

last year, and has been continued this. The Company did not figure on coming out even, and as a matter of fact, although almost continuously occupied during summer and winter, the receipts from rentals fell short about \$150 of the expense attached to the maintenance of the camp, a deficit much smaller, however, than had been anticipated.

All visitors were members of the company Employee Association, and the camp was placed unreservedly in their care while in occupation—no supervision being provided or found necessary. Visitors were simply requested to leave the camp in good order for their successors and the confidence of the Company in the good faith of the various occupants in this respect appears to have been justified.

Although not the original intention of the Company in establishing the camp, arrangements were sometimes made to send their employes in need of a rest to recuperate. Provision for tubercular employes is made in the Saranac district.

Then last fall a secondary camp—in reality a huntsmen's lodge—was established by the Company in Beaver River, a very wild and inaccessible spot. The Company has provided that a reasonable number of its Company club members—especially those interested in hunting and fishing—shall visit this camp rather than the family camp first described.

Companies Providing Vacation Facilities

Among companies which have provided vacation facilities for their employes are:

Armour & Company, Chicago, Ill.
Cheney Brothers, South Manchester, Conn.
Chicago Telephone Co., Chicago, Ill.
B. F. Goodrich Co., Akron, Ohio.
Guaranty Trust Co., New York, N. Y.
Goodyear Tire & Rubber Co., Akron, Ohio.
Joseph Horne Co., Pittsburgh, Pa.
Kaufmann's Department Store, Pittsburgh, Pa.
Larkin Co., Buffalo, N. Y.
National Cash Register Co., Dayton, Ohio.
New York Edison Co., New York, N. Y.
New York Telephone Co., New York, N. Y.
Oneida Community, Ltd., Oneida N. Y.
Philadelphia Co., Philadelphia, Pa.
R. H. Macy & Co., Inc., New York, N. Y.
Scovill Mfg. Co., Waterbury, Conn.

Southern New England Telephone Co., New Haven, Conn.

Successful Farming Pub. Co., Des Moines, Iowa.

Swift & Company, Chicago, Ill.

List of companies maintaining Boy Scout or Campfire Girl organizations or both:

Armour & Company, Chicago, Ill.

B. F. Goodrich Co., Akron, Ohio.

Carnegie Steel Co., Pittsburgh, Pa.

Cleveland Cliffs Iron Co., Ispeming, Mich.

Deere & Co., Moline, Ill.

Du Pont de Nemours & Co., Wilmington, Del.

Equitable Life Assurance Society, New York, N. Y.

Goodyear Tire & Rubber Co., Akron, Ohio.

John B. Stetson Co., Philadelphia, Pa.

Larkin Co., Buffalo, N. Y.

New York Edison Co., New York, N. Y.

Oneida Community, Ltd., Oneida, N. Y.

Pratt & Whitney Co., Hartford, Conn.

Swift & Company, Chicago, Ill.

Westinghouse Electric & Manufacturing Co., East Pittsburgh, Pa.

NEW BOOKS WHICH MAY INTEREST OUR READERS

American Apprenticeship and Industrial Education—By Paul H. Douglas, Assistant Professor of Labor Administration of the University of Chicago. This book is one of a series issued by Columbia University in "Studies in History, Economics and Public Law." The author has dealt not only with apprenticeship but with many other problems commonly classed as within the scope of personnel. The contents of the book include educational requirements of modern industry, early apprenticeship systems, and modern substitutes for apprenticeship, with four chapters on social aspects. Mr. Douglas has treated his subject from an academic viewpoint, nevertheless interestingly gives a rich fund of information helpful alike to teachers in trade schools and to those charged with the responsibility of developing training courses for modern business institutions. No price is given in connection with the book, but copies probably could be secured through the Faculty for Political Science of Columbia University.

The number of Spanish books designed to meet business needs are gradually increasing. *Paginas Sudamericanas*, by Helen M. Phipps, of the University of Oklahoma, is the latest to be issued by the World Book Company, Yonkers, New York. Price, \$1.40 net. This book is intended as a reader for those who are planning to study the Spanish language, and gives authoritative information about all the South American countries, their geography, history, economic importance, and governmental organizations. It is written in easy Spanish, and intended for students in the second half of the first year of their study.

First Lessons in Business—By J. A. Bexell, Dean, School of Commerce, Oregon Agricultural College. Published by the J. B. Lippincott Company, Philadelphia. Price not given. The book is intended primarily as a text reference for those who are taking business courses, or who, denied this privilege desire to inform themselves as to the fundamental requirements for business careers. For its purpose, it is a good book to have.

NEW MEMBERS

Since the last statement appearing in the BULLETIN the following new members have been received:

Class "A"

The Shredded Wheat Company, Niagara Falls, N. Y., Mr. C. H. Wheeler.

Class "B"

May A. Crawford, The Peoples Gas Light & Coke Company, Chicago, Ill.

Milton E. Farnsworth, The Lincoln National Life Insurance Company, Fort Wayne, Ind.

A. L. Merz, 255 West 122nd Street, New York, N. Y.

Emma Seipp, 188 Claremont Avenue, New York N. Y.

H. C. Wagner, Carnegie Steel Company, Bellaire, Ohio.

Yale & Towne Company Appoints a Supervising Salesman

E. D. Jones has commenced his duties as manager of the field sales forces of the Yale & Towne Company. This is a new development in marketing. The function of the manager of field sales, as stated in the official announcement, is to have a trained and successful salesman in the field in a supervising capacity and to work closely with the traveling salesmen.

ACTIVITIES OF THE LOCAL CHAPTERS

All of the Local Chapters Continued Their Work Right Up to the Summer Season, and All Are Preparing for Vigorous Activities During the Coming Winter. Election of Officers and Annual Reports Feature the Final Meetings.

Annual Meeting of New York Chapter

The Annual Meeting of the New York Chapter was held at Allaire's Chop House, 143 East 17th Street, on Wednesday evening, May 18th. The Chapter provided dinner for fifty-eight members and guests. The program was as follows:

Continuation School Problem

1. "The Background," by Morris E. Siegel, Director of Continuation Schools.
2. "Occupations of the Workers," Dr. F. J. Keller, Principal, East Side Continuation School.
3. "Vocational Counselors," I. D. Cohen, Principal, Brooklyn Continuation School.
4. "The Human Side," James A. Harrigan, Principal, Staten Island Continuation School.
5. "The Curriculum," Charles W. Lafin, Principal, West Side Continuation School.
6. "The Department Store Problem," Mrs. A. H. Wilcox, Supervisor of Continuation Classes.
7. "Junior Employment Offices," Mrs. A. Pollitzer.
8. "The Juvenile Branch of the State Employment Office," Hon. H. D. Sayr, Industrial Commissioner of the State of New York.
9. "Summary of Discussion," William McAndrew, Associate Superintendent of Extension Activities.

Each speaker was limited to five minutes. Dr. McAndrew, Associate Superintendent of Extension Activities, opened the discussion, and at the conclusion Mr. Morris Siegel, Director of Continuation Schools, summed up and a general discussion followed.

The following names were presented by the nominating committee and unanimously elected as officers of the Chapter for the coming year:

Chairman, F. P. Pitzer, Equitable Life Assurance Society.

Vice-Chairman, H. W. Casler, New York Telephone Co.

Secretary-Treasurer, John F. Kelly, New York Edison Co.

Executive Committee—Dr. L. F. Fuld, H. L. Doherty Company; W. N. Fenninger, Brooklyn Edison Company; C. R. Dooley, Standard Oil Company; A. B. Hoff, Erie Railroad Company; J. W. Broadbent, Funk & Wagnall; Harry H. Tukey, Submarine Boat Corporation; Inspector A. W. Thor, Police Department, New York; A. F. Pickernell, Abraham & Straus; J. W. Dietz, Western Electric Company; C. V. Pritchard, National Bank of Commerce.

Annual Meeting of Western New York Chapter

The annual meeting of the Western New York Chapter was held at the Temperance House, Niagara Falls, May 19th.

The address by Mr. Fred Mason, President of the Shredded Wheat Company, on "Personnel Work from the Executive's Viewpoint" was an inspiration to the seventy people who heard it, and made the last of the season's meetings a pronounced success.

Announcements in regard to the National Association Convention in Niagara Falls, June 6th, were made by Chairman E. R. Cole, and the local chapter is looking forward to great activities at that time.

The election of officers for 1921-22 resulted in the following selection:

President, C. H. Wheeler, Shredded Wheat Co., Niagara Falls.

Vice-President, E. R. Blinn, Solvay Process Co., Syracuse.
Secretary-Treasurer, H. E. Puffer, Larkin Co., Buffalo.

The Executive Committee for 1921-22 will stand as follows:
C. H. Wheeler, E. R. Blinn, H. E. Puffer, W. R. Heath, J. H. Pardee, G. C. Boulton, Ladson Butler, S. E. Swift, C. C. Root, E. R. Cole, W. H. Hosler, E. Le Roux.

Southern New England Chapter

Mr. R. E. Platt, vice-president, presiding in the absence of Mr. A. C. Jewett, president.

The following were in attendance from the member companies:

Aetna Life Insurance Company, R. W. Smiley.

American Tube & Stamping Company, R. F. Bradley.

Bridgeport Brass Company, R. H. Booth, F. H. Stansfield.

Bullard Machine Tool Company, H. M. Robinson.

Cheney Brothers, U. J. Lupien.

Connecticut Manufacturers' Association, H. J. Smith.

Manufacturers' Association of the City of Bridgeport,
Alpheus Winter.

Phoenix Mutual Life Insurance Company, C. E. Johnston.

Scovill Manufacturing Company, W. S. Berry, R. E. Platt.

Travelers Insurance Company, W. F. Chamberlain, L. N.
Denniston, F. L. Grosvenor, D. A. Read, A. D. Risteen.

Winchester Repeating Arms Company, James W. Russell,
R. H. Spahr.

Yale & Towne Manufacturing Company, J. B. Chalmers.

Non-members present:

Bridgeport Brass Company, D. H. Fleming.

Cheney Brothers, J. P. Lamb.

Travelers Insurance Company, C. E. Blake, S. M. Booth,
W. E. Cunningham, John H. Eglof, H. R. Horsey.

Mr. R. W. Smiley of the Aetna Life Insurance Company, which has been admitted under Class "A" membership, and Mr. Alpheus Winter, of the Bridgeport Manufacturers' Association, which has been admitted to Class "C" membership, since the last meeting, were welcomed by those present.

On motion of Mr. Smith seconded by Mr. Denniston, after due discussion, it was decided to hold the first meeting in the Fall at 6:30 p.m. on Friday, October 7th at the Hotel Taft in New Haven, at which time officers for the year will be elected.

Mr. W. F. Chamberlain of the Travelers Insurance Company requested the cooperation of those present in securing and forwarding to him any data on activities either already operative or contemplated for the alleviation of unemployment distress.

Mr. H. J. Smith of the State Manufacturers' Association, Hartford, Conn., requested the cooperation of those present in securing and forwarding to him any available information relating to the inauguration and operation of Foremen's Associations and Suggestion Systems.

Mr. Smith was referred to report No. 7 of the special report service of the National Association entitled, "Business Suggestions from Employees."

Mr. R. H. Spahr of the Winchester Repeating Arms Company suggested the advisability of formulating a definite program of activities for next year, similar to the rating system referred to at the last meeting by President Park, which has been developed by the Pittsburgh Chapter.

At 1 p.m. those present adjourned to the Assembly Hall of the Travelers Insurance Company where the following enjoyable and instructive program was presented under the direction of Mr. Denniston:

Paper on "Managing an Office Force of 4,000 People," D. A. Read, Office Supervisor of the Travelers Insurance Company.

"Extension School Activities of the Travelers, Its Purpose and Aims," L. N. Denniston, Travelers Insurance Company.

"Conducting a Class in Business Correspondence," Col. N. A. Horsey, Publicity Department, Travelers Insurance Company.

"Classification and Rating of Office Employees," Charles E. Johnston, Phoenix Mutual Life Insurance Company.

"Teaching Preliminary English," W. E. Cunningham, Travelers Insurance Company.

Upon conclusion of the program all present joined in a vote of formal appreciation of the efforts of Mr. Denniston, Chairman of the day, who was responsible for its purpose.

Pittsburgh Chapter

The meeting was called to order at 8:15 p.m. by the chairman, Mr. A. B. Gibson. Two men from the section, Mr. H. W. Hepner of the Philadelphia Company, and Dr. E. K. Strong, Jr., of Carnegie Institute of Technology, were elected to the nominating committee of the Pittsburgh Chapter.

The report of the General Committee on Vocational Training was presented by Mr. Shoup. Mr. Gibson thanked the committee for its work.

Mr. McCoy suggested that the opportunities of the public schools, both for children and adults, should be advertised more widely, and that industries might help in this. There is a great tendency, especially among foreign-born workmen, to exploit the children by putting them to work as soon as the law permits.

In discussion, Mr. Shoup stated that training for semi-skilled trades, and for foremen, is a problem which the industries should handle for themselves.

Mr. Paul Krenzpointner of the Pennsylvania Railroad Company, Altoona, Pa., took a prominent part in the discussion.

He said that Vocational Training in the Pittsburgh District was started forty-six years ago, by the Pennsylvania Railroad.

Mr. Krenzpointner found, in his work of testing material for the Pennsylvania Railroad, that in a large percentage of cases, rejections were due to the workmen's lack of fundamental knowledge of the work which they were doing. The foundation for this knowledge must be laid in the public schools. There is also need of education in economics, including a knowledge of the distribution of the economic resources of the country. A knowledge of the iron and steel industries can be given by taking the pupils on visits to the different kinds of steel works, and the knowledge of oral and written English can be improved by requiring reports on these trips.

Mr. Krenzpointner gave a very interesting account of vocational education activities in Europe, showing that work of this kind was very thoroughly done, there, fifty years ago.

Mr. Shoup suggested that this study of vocational training be continued, and Mr. Gibson said that the work might properly be undertaken by the Vocational Department of the Public Schools.

Mr. Gibson mentioned the need of arousing more interest in the meetings of this section and Miss Loeffler suggested that a "ways and means" committee be appointed, to arouse this interest by personal interviews with the people who should attend these meetings. Everyone present agreed with this suggestion.

Chicago Chapter

The last meeting of the season 1920-21, Chicago Chapter, was held at the Union League Club May 16th, 1921. "Libraries, Their Place and Function in Business Houses," together with the business session constituted the program of the evening. The treasurer's report shows a balance of \$105. The manager's report shows 16 Class "A" members, 9 Class "B" members and 12 Class "C" members.

Miss Krause spoke of the function of a library in a business organization and said that one of the important principles in organizing a business library was centralization, namely, that all of the books and periodicals which are received by a company should be handled through one central library department in order to get the best and most economical administration. She also said that the business library should be an independent department and not an adjunct to any other department, as the

function of the library is that of an information hub into which all of the departmental spokes run. No business library should be organized as subservient to the needs of the advertising department, the educational department, or any other department. Miss Krause gave some illustrations of the valuable service rendered to all of the departments of a business organization by the library.

She spoke of the fact that the success of the business library was dependent upon the type of librarian who had it in charge. That it was very important that the librarian have two qualifications, first, a broad background of education which would not only enable her to understand the business which she was serving and its problems, but also to know how to take the world of print along economic, financial and industrial lines and apply it to the needs of the particular business organization. That in addition to this broad educational background it was most essential that the librarian be thoroughly trained in library technique so that the best machinery which would produce most economical and satisfactory results should be installed, and not inadequate systems tried out which always mean the doing of work over again—a waste of both time and money.

New officers elected for the ensuing term:

Chairman, Mr. E. E. Sheldon, R. R. Donnelley & Sons Co.

Vice-Chairman, Mr. E. C. Higgings, Western Electric Co.

Secretary-Treasurer, Miss Anne Durham, Federal Reserve Bank.

Members of Executive Committee: Miss A. Crawford, Mr. G. B. Stephenson, Armour & Company.

NEWSY NOTES

Mr. Paul C. Holter, formerly Employment Manager for W. R. Grace & Co., has resigned that position to become Personnel Director for the Chase National Bank of New York.

Mr. W. C. Shallcross has been promoted to the position of Manager of Industrial Relations of the Solvay Process Co. Mr. Shallcross has a long and honorable service record with his company, and assumes his new duties with the best wishes of not only the management but the employees as well.

The number of representative business institutions which are encouraging their employees to become stockholders is steadily

increasing. Fifty per cent of the eligible employees of the Standard Oil Co. of Indiana have subscribed for stock in that company, and the Firestone Tire and Rubber Co. announces a very large subscription on behalf of its employees.

The Educational Division of the Commonwealth Edison Co. announces a course of instruction for appliance salesmen.

The Burroughs Adding Machine Co. recently started a new class in Americanization. The course covers in addition to English, municipal, state, and national government. Instruction is also given on the proper way to vote and the obligations of a citizen.

Employee Representation Plan Adopted by Swift & Co.

An employee representation plan has been put into operation in seventeen plants of Swift & Co., packers, following its successful running for some time in three of them. The plan provides for an assembly composed of equal numbers of elected representatives of the employees and appointed representatives of the management, acting in detail through committees of the assembly. The assembly will discuss and make recommendations on all questions referred to it or raised by it, relating to the joint interests of the company and its employees and to working conditions in particular, such as wages, hours, safety, sanitation and like matters. When any decision of the Assembly of Joint Representatives is reached by a two-thirds vote it will be sent to the management for action and will have binding effect upon both employer and employees, unless within fourteen days the board of directors of the company or the employees' representatives request the assembly to reopen the matter for further consideration.

The principles which have been adopted, according to John Calder, manager of industrial relations of the company, are as follows:

Compulsory submission of all differences, individual or group, in the first instance to the foreman concerned.

Compulsory submission of any grievance or disagreement to the employee and employer representative for the voting division of the plant in which the party or parties are employed.

Unanimity in every committee is essential to a binding decision.

Compulsory submission to the assembly of all joint issues not settled in committees.

Right of any minority of the assembly to have one reconsideration of a decision but no further delay except by general consent.

No provision for arbitration in the plan, but no specific exclusion of it as a possible means of settlement outside of the plan.

No direct veto of an assembly decision by management or employees without recourse to joint conference for reconsideration.

Clear and specific indication in the plan of the consequences of ultimate failure to agree under the plan and of the right of parties to seek relief in such circumstances by independent action.

No provision for terminating the plan because of failure to arrive at a collective agreement on any one issue before the assembly.

ESSENTIALS IN THE TRAINING OF MEN

Extracts from an Address Delivered by T. Julian McGill to the Seventh Convention of the Westinghouse Agent Jobbers Association—Mr. McGill Furnishes Some Interesting Data and Conclusions Which He Has Drawn as the Results of His Investigations of the Subject of Selecting and Training Men.

There are no definite and exact rules governing the successful training of men, but the following are essential:

First—Correct organization under which men can work understandingly and have opportunity for continued development and advancement.

Second—Personal supervision. Training to be effective must be fitted to the men individually which must be accomplished by personal contact with the men.

Third—"Red blood" in the boss, which appeals to the worthwhile elements in the character of men. This is especially true with young men, and if the training has a well-balanced sympathy and understanding of youth's viewpoint, a permanent development can be obtained.

Fourth—A financial remuneration justly based upon the man's earning power for the company.

A large amount of capital is invested in the men, which is dissipated upon men leaving the service. Also, beyond the loss due to investment in the man, the business that might have been

accomplished and the time spent in training is like the water that has already passed over the dam. The profits secured from a man who has made good as compared to the loss through the man who hasn't, justifies the contention that good men are a supreme essential of business success.

In an analysis made covering salesmen and sales managers over a period of 15 years, of the men leaving, over 90% left within five years of their initial employment. This record was as follows:

Within the first year	25%
Within the second year	31%
Within the third year	23%
Within the fourth year	12%
Within the fifth year	9%

Improper Selection Causes Loss

This record showed to keep men for three years, reasonably insured a continuation with the company. No doubt improper selection had much to do with the loss of men in the first and second years, which emphasizes the necessity of proper selection.

To these men who left, the corporation had paid in salary and traveling expenses, without any overheads, the sum of \$800,000.

Obviously no precise formula can be evolved for determining how much of this \$800,000 was actually expended in training these men, which training was obligatory again with the new man, but for this highly trained class of employee it probably was \$2500 or more per man, as the average salary and expense was \$10,000 per man for the entire period of his employment, which with overhead added would be \$20,000 per man. While the turnover and the numbers effected is less with salaried employees than with the wage earner, the training expense is very much higher and warrants the most serious consideration of all means for betterment.

Eliminating the men who have tendencies obviously unsuited for the particular business under consideration, it is well to reckon that the balance have sufficient qualifications, if the training can be made adequate for bringing out these qualifications. Few men acknowledge that men subordinate to them are failures due to the system under which they are required to work, and that others are successful in spite of such conditions. While the training cannot be made to develop efficiently every man alike, and often individual characteristics interfere with its efficacy, it is a just statement that when men are not being developed, who

have had proper selection, it is due to weakness in the system, and not in the man.

A number of business men are too penurious, and others too impatient to grow men. Their system fosters changing of men until they get men who do passable work without requiring of the employer's arduous supervision and training. Such methods necessarily produce mediocre men, and the company's standard must be lowered to meet the deficiencies of the men working under it.

The Necessity for Training Men

The business life of the individual is very short as compared to the permanency of a successful corporation. Obviously then a training must be installed that will continue to grow capable men. Look at the wrecks among former successful business houses, and you find many failures due to the loss of the "master mind" that could exult in immediate profits but had no ability or determined inclination to perpetuate its like.

Infrequently a business giant produces an organization held together and made effective by an iron hand, but the removal of the prodigy usually destroys the organization, as the extreme disciplinarian grows that type of organization that vanishes when this unnatural control dissipates itself, for it is a truism that men cannot be forced or coerced to accomplish permanently those things really worth while.

As to the selection of young men or others without sufficient business experience to have demonstrated their qualifications, this must depend upon visible characteristics or qualifications as shown in school or college life, or in some unimportant business trial. Obviously this is somewhat problematical, as it is too involved for exact predetermination. In fact, there are no visible rudiments of character yet understood that are a precise pilot to the ultimate worth and adaptability of the individual. Present tests to ascertain mental and moral sufficiency or business aptitude prove only irrational contradictions. Therefore, the training must be adequate to develop the average individual up to the standard of effectiveness desired, as we must accept the necessity of choosing from that large class of men who have only normal abilities. This fact is generally recognized, as no business of magnitude can contemplate the opportunity of securing only acknowledgedly superior men.

Accurate Selection by Scientific Method

In discussing the selection of men with a disciplinarian officer, under whose supervision many thousands of men have

been placed, he felt ultimately the great effort and expense being devoted to this study would produce a scientific method by which men could be accurately selected. However, it would be by some indirect method based upon certain manifest accomplishments signifying that the essential qualities desired but not susceptible to immediate demonstration, could be developed under training.

As to the selection of older men having experience and proven ability, too many are allowed to fail in the new position because of inability to adapt themselves to their changed environments. It must be appreciated that these men are not so pliable as the young beginner, and therefore careful consideration must be given to the suitability of such men for the specific work to be done. "Teaching an old dog new tricks" is not insurmountable in business, but superior effort is demanded to shape men, brought up under other training, to your own organization. Too often this "shaping effort" is a polishing process, which leaves the recipient the same "square peg" with merely a smoother surface.

This subject of selecting and training men demands continuous consideration. All should give serious thought to the ways and means of helping the fellows below to develop. Do not suspect them or repress their initiative by ill-considered rebuffs, but help them to be one of the few who accomplish the things worth while. The upbuilding of men should be the greatest pleasure and the greatest reward offered by a successful business career.

Finally, the corporation must appreciate that few men can grow to be greater than their own company's estimate of their worth, and a belittling act by the company should never be exercised without due consideration of the consequences to the man.

DIRECTORY OF LOCAL CHAPTERS

Chicago Chapter

E. E. SHELDON, Chairman
R. R. Donnelley & Sons Company, Chicago, Ill.
MISS ANN DURHAM, Secretary-Treasurer.
Federal Reserve Bank of Chicago, Ill.

Southern New England Chapter

A. C. JEWETT, Chairman.
Winchester Repeating Arms Company, New Haven, Conn.
ROBERT H. BOOTH, Secretary-Treasurer.
Bridgeport Brass Company, Bridgeport, Conn.

Pittsburgh Chapter

D. W. K. PEACOCK, Chairman
Philadelphia Company.

MR. P. E. WAKEFIELD, Secretary-Treasurer, Carnegie Steel Company, Duquesne, Pa.

Western New York Chapter

C. H. WHEELER, Chairman.
The Shredded Wheat Company, Niagara Falls, N. Y.
H. E. PUFFER, Secretary-Treasurer.
Larkin Company, Buffalo, N. Y.

New York City Chapter

F. P. PITZER, Chairman.
Equitable Life Assurance Society, New York, N. Y.
JOHN F. KELLY, Secretary-Treasurer.
The New York Edison Company, New York, N. Y.

Class "A" Members

ABRAHAM & STRAUS, INC., Brooklyn, N. Y.	MR. A. F. PICKERNELL
ACHESON-GRAPHITE CO., Niagara Falls, N. Y.	MR. ORRIN E. DUNLAP
AETNA LIFE INSURANCE CO., Hartford, Conn.	MR. CHARLES H. REMINGTON
AMERICAN BRIDGE COMPANY, Ambridge, Pa.	MR. J. E. BANKS
AMERICAN HARD RUBBER COMPANY, New York City.	MR. S. H. RENTON
AMERICAN LOCOMOTIVE COMPANY, Schenectady, N. Y.	MR. L. L. PARK
AMERICAN ROLLING MILL COMPANY, THE, Middletown, Ohio.	MR. CHARLES R. HOOK
AMERICAN SHEET AND TIN PLATE COMPANY, Pittsburgh, Pa.	MR. J. A. HUNTER
AMERICAN TELEPHONE AND TELEGRAPH CO., 195 Broadway, N. Y.	MR. K. W. WATERSON
AMERICAN TUBE & STAMPING COMPANY, Bridgeport, Conn.	MR. E. C. MAYO
AMERICAN WOOLEN COMPANY, 245 State St., Boston, Mass.	MR. JOHN BOVINGTON
ARMOUR & COMPANY, Chicago, Illinois.	MR. W. S. MACARTHUR
THE ATCHISON, TOPEKA & SANTA FE RAILWAY COMPANY, Topeka, Kansas.	MR. F. W. THOMAS
THE ATLANTIC REFINING COMPANY, Philadelphia, Pa.	MR. J. D. GILL
THE BELL TELEPHONE COMPANY OF PENNSYLVANIA, Philadelphia, Pa.	MR. P. C. STAPLES
BERGER MANUFACTURING CO., THE, Canton, Ohio.	MR. J. H. WILSON
S. F. BOWSER & COMPANY, INC., Fort Wayne, Ind.	MR. J. O. STEENDAHL
BRIDGEPORT BRASS COMPANY, Bridgeport, Conn.	MR. ROBERT H. BOOTH
BROOKLYN EDISON COMPANY, INC., Brooklyn, N. Y.	MR. W. N. FENNINGER
THE BULLARD MACHINE TOOL CO., Bridgeport, Conn.	MR. S. H. BULLARD
BURROUGHS ADDING MACHINE CO., Detroit, Mich.	MR. F. H. DODGE
A. M. BYERS CO., Pittsburgh, Pa.	MR. C. L. JAMISON
CARNEGIE STEEL CO., Pittsburgh, Pa.	MR. JOHN MCLEOD
THE CHASE NATIONAL BANK, New York, N. Y.	MR. EDWIN A. LEE
CHENEY BROTHERS, South Manchester, Conn.	DR. C. C. BURLINGAME
CINCINNATI MILLING MACHINE COMPANY, THE, Oakley, Cincinnati	MR. FRED A. GEIER
THE CLEVELAND-CLIFFS IRON COMPANY, Ishpeming, Mich.	MR. W. H. MOULTON
COMMONWEALTH EDISON COMPANY, 72 W. Adams St., Chicago, Ill.	MR. FRED R. JENKINS
COMMONWEALTH STEEL COMPANY, St. Louis, Mo.	MR. ARTHUR T. MOREY
CONSOLIDATED GAS CO. OF N. Y., 4 Irving Place, New York City	MR. C. R. LAMMERT
COSDEN & COMPANY, Tulsa, Okla.	MR. C. M. FENSTERMACHER
CURTIS COMPANIES, INC., Clinton, Iowa.	MR. C. D. PERRIN
DENNISON MANUFACTURING CO., Framingham, Mass.	MR. C. E. SHAW
DODGE MANUFACTURING CO., Mishawaka, Ind.	MR. MELVILLE W. MIX
HENRY L. DOHERTY & COMPANY, 60 Wall St., New York, N. Y.	MR. L. F. FULD
R. R. DONNELLEY & SONS COMPANY, Plymouth Place, cor. Polk, Chicago, Ill.	MR. T. E. DONNELLEY
THE DOW CHEMICAL COMPANY, Midland, Michigan.	MR. L. G. MORELL
E. I. DUPONT DE NEMOURS & CO., Wilmington, Delaware.	MAJOR F. O. WHITLOCK
DURHAM HOSIERY MILLS, Durham, N. C.	MRS. W. W. SHAW
EASTERN MANUFACTURING COMPANY, South Brewer, Me.	MISS ROSE L. SEARLES
EASTMAN KODAK CO., Rochester, N. Y.	MR. P. W. TURNER
EQUITABLE LIFE ASSURANCE SOCIETY, New York, N. Y.	MR. F. P. PITZER
ERIE RAILROAD COMPANY, 50 Church Street, New York, N. Y.	MR. A. B. HOFF
FARMERS' LOAN & TRUST CO., New York, N. Y.	MR. EDWIN S. MARSTON
FEDERAL RESERVE BANK OF CHICAGO, Chicago, Ill.	MISS ANNE DURHAM
FEDERAL RESERVE BANK OF NEW YORK, New York City.	MR. H. A. HOFF
FORD MOTOR COMPANY, Detroit, Mich.	MR. F. E. SEARLE
GENERAL ELECTRIC COMPANY, Schenectady, N. Y.	MR. H. G. REIST
GENERAL MOTORS CORPORATION, Detroit, Mich.	MR. H. H. RICE
HABIRSHAW ELECTRIC CABLE COMPANY, INC., Yonkers, N. Y.	MR. W. A. DEL MAR
H. J. HEINZ COMPANY, Pittsburgh, Pa.	MR. HOWARD HEINZ
THE HOOVER SUCTION SWEEPER CO., North Canton, Ohio.	MR. MARTIN L. PIERCE
GEORGE A. HORMEL AND COMPANY, Austin, Minn.	MR. JAY C. HORMEL
JOSEPH HORNE COMPANY, Penn and 5th Aves., Pittsburgh, Pa.	MR. H. M. PHIFER
HYATT BEARINGS DIVISION, GENERAL MOTORS CORPORATION, New- ark, N. J.	
ILLINOIS STEEL CO., Chicago, Ill.	MR. T. W. ROBINSON
ROBERT H. INGERSOLL & BRO., New York City.	MISS HELEN CROSBY
JONES & LAUGHLIN STEEL COMPANY, Pittsburgh, Pa.	MR. A. L. McLAUGHLIN
KAUFMANN DEPARTMENT STORES, INC., Pittsburgh, Pa.	MR. EDGAR J. KAUFMANN
KELLOGG, ANDREW H., Co., 141 East 25th St., New York, N. Y.	MR. JAMES S. HEDGES
KOPS BROTHERS, Irving Place and 16th St., New York City.	MR. WALDEMAR KOPS
LARKIN COMPANY, Buffalo, N. Y.	MR. WILLIAM R. HEATH
LEVER BROTHERS CO., Cambridge, Mass.	JOHN W. BAKER
LINCOLN NATIONAL LIFE INSURANCE CO., THE, Fort Wayne, Ind.	MR. GUY SCUDDER
R. H. MACY & CO., New York, N. Y.	MR. A. S. DONALDSON
MARBLE CLIFF QUARRIES COMPANY, THE, Columbus, Ohio.	MR. P. C. HODGES
MARSHALL WELLS CO., Duluth, Minn.	MR. W. F. ARNDT
THE MERCHANTS' LOAN AND TRUST COMPANY, Chicago, Ill.	MR. C. E. ESTES
MESTA MACHINE COMPANY, Pittsburgh, Pa.	MR. RODNEY A. PEEBLES
METROPOLITAN LIFE INSURANCE CO., New York, N. Y.	DR. LEE K. FRANKEL
THE MOUNTAIN STATES TELEPHONE & TELEGRAPH CO., Denver, Colorado.	MR. R. B. BONNEY
NATIONAL CASH REGISTER CO., THE, Dayton, O.	MR. H. G. CARNELL
NATIONAL CASKET COMPANY, 2166 Oliver Bldg., Pittsburgh, Pa.	MR. L. L. BRANTHOVER
NATIONAL TUBE COMPANY, Pittsburgh, Pa.	WILLIAM M. HOGG
NEW ENGLAND TELEPHONE & TELEGRAPH COMPANY, Boston, Mass.	MR. THOMAS J. FEENEY
THE NEW YORK EDISON COMPANY, Irving Place and 15th St., New York City.	MR. ARTHUR WILLIAMS